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CITIZEN AIRMAN

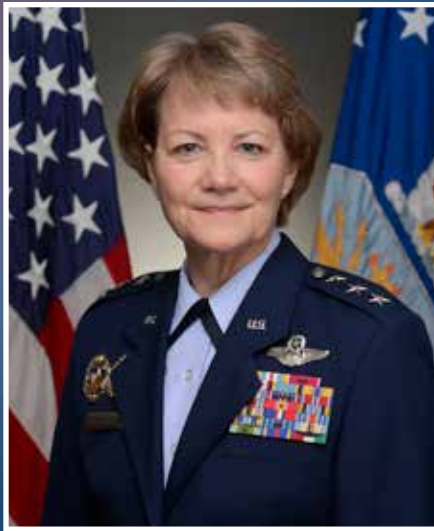
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*Despite changing state laws, weed and the
armed service still don't mix*

The Official Magazine of the Air Force Reserve



Lt. Gen. Maryanne Miller

From the Top

Q: What is your most meaningful Air Force assignment thus far and why?

A: My most meaningful assignment is the one I am in right now as your chief and commander of Air Force Reserve Command.

I say this not for the reasons many of you may be thinking, but because I view every job I have had as the most meaningful job I have had the pleasure to serve in.

This doesn't mean every job was free from frustration, hardship, bad days and days I even asked myself if this is what I am supposed to be doing in my life.

What it does mean is that I look at each day as a new beginning and a way to make a difference while I serve my country and those around me. The past is gone; tomorrow will bring its own worries. But I am present here and now, to make a difference for even just one.

Q: How do you reach balance in your life?

A: Each of us will answer this a different way, but what is important is that you take the time to answer it for you and your family.

The life of service is demanding: demanding on you, your family and your friends. Holding down two jobs is stressful on all the important parts of your life.

A life of service is physically and emotionally draining. Seeking "balance" helps to refill "you" so you can keep the aspects of your life right side up.

Personally, I find most of my balance in silence and contemplation. This time helps me to put my life into perspective and be ready to give again the next day. My silent time is my refuge and my peace, and I find joy in my faith, family and friends.

A life of service is physically and emotionally draining. Seeking "balance" helps to refill "you" so you can keep the aspects of your life right side up.



Chief Master Sgt. Ericka Kelly

Chief's View

Q: What is your most meaningful Air Force assignment so far? Why?

A: My current assignment as the command chief of Air Force Reserve Command is my most meaningful assignment so far. I say that because this assignment has given me the opportunity to serve our command on a variety of platforms and has opened unexpected doors for me to represent our heritage and highlight who we are as a force. I have been able to share our message with so many audiences. I have had the opportunity to talk about enlisted issues with our young enlisted Airmen, with our officers and with joint audiences.

At the same time, I am proud of the foundation I had as a medic and later in operations in my previous assignments. These assignments gave me the opportunity to learn from two very different communities. During those assignments, I had great leadership and mentors who helped develop me, and I know without them I wouldn't have been as successful in my career.

Q: Who are some people you rely on for support?

A: None of us would be as successful as we are without a strong team standing behind us cheering us on. We come to work and put on our uniform each day, but most of us have family and friends behind the scenes who are making sure everything else is getting done. For me, my brother is a huge part of my support system. He has his own set of unique circumstances, but he has never viewed those as limits. Instead, he has been my rock. He is the full-time caretaker for our mother, and I know that with him at home I don't have to worry. This job has placed a lot of

demands on me in terms of travel and long hours in the office. My brother has kept everything at home working smoothly. I know things are good because he is there, and I am very thankful for that.

Q: What can you tell us about your family?

A: I have two sons: Paul who is 20 and Sean who is 17. They are a huge part of my success, just like my brother. They have been incredibly supportive of me serving in the Air Force Reserve and take pride that our family is serving this nation. The Air Force Reserve has become their family, too. Recently, Sean graduated from high school in California, and I couldn't make it. But members from Team March (Air Reserve Base) were there to cheer him on. It is this type of team effort that makes me value the support from my children and from my Reserve family.

Q: Why did you join the Air Force Reserve?

A: My story is complicated. When I joined the Air Force Reserve, I was in a dysfunctional and abusive marriage. I always wanted to join the military, but I assumed that by the time I was 21 it was too late. Luckily, one day I saw a commercial for the Air Force Reserve. Because my marriage was so dysfunctional, I had to ask permission to join. Luckily I got it, and I have been a Reservist ever since. I can honestly say the Air Force Reserve saved my life. It gave me the strength and courage to leave a destructive situation that was escalating. I saw service as an opportunity to grow as an individual and serve a greater purpose. The Reserve opened doors I never could have imagined back then, and I am thankful every day that I made the choice to serve.

Gen. David L. Goldfein **Chief of Staff, United States Air Force**
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Senior Airman Aaron Bradley of the 919th Special Operations Security Forces Squadron at Duke Field, Florida, looks out over the vast landscape during the squadron's annual training at Camp Guernsey, Wyoming. More than 20 Airmen went out West to help train two other Reserve security forces squadrons. The 919th SOSFS Airmen lived in makeshift camps and acted as opposing forces and local villagers interacting with the occupying security teams. (Tech. Sgt. Sam King)

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(Back cover) Maj. Julie McElroy, a breast cancer survivor, with her boyfriend, Tom Sisnroy, and daughter, Grace. Read her inspirational story beginning on Page 14. (Courtesy photo)

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Reservists exchange knowledge, skills with Romanian counterparts



Tyndall Reservists Join Small Group of F-22 Pilots

Two Citizen Airmen from Tyndall Air Force Base, Florida, recently joined a small group of Air Force F-22 Raptor pilots.

Majs. Bryan Dick and Robert Ice of the 301st Fighter Squadron both reached the 1,000 flying hour mark in the Raptor. They are among fewer than 20 Air Force F-22 pilots to achieve this milestone.

Flying 1,000 hours equates to a pilot sitting in an aircraft for 41 days and 16 hours.

“This is an interesting circumstance because 1,000-hour F-22 pilots are rare,” said Lt. Col. Randy Cason, 44th Fighter Group commander. “And we have two pilots.”

Ice reached the milestone while at Air Force Weapons School May 3.

“My 1,000-hour flight was no different than any other,” said Ice, who began flying the F-22 in 2008. “But what was great was getting surprised on the ramp afterwards. I had no idea that anyone else knew. It was a great feeling to see how many people took time from their busy schedules to surprise and congratulate me.”

Before flying the Raptor, Ice flew the F-15C Eagle for three years, acquiring 450 flying hours in that aircraft.

“Most of the missions that F-15Cs and F-22s fly are similar, so the major difference lies in low-observable qualities of the F-22,” Ice said. “Your capabilities are significantly increased when the adversary has a difficult time detecting you.”

Dick, the 301st FS assistant director of operations, reached the mark two weeks earlier than Ice while flying from Tyndall to Royal Air Force Lakenheath, United Kingdom.

“The flight was the smoothest ocean crossing I’ve ever experienced out of multiple trips across the Atlantic and the Pacific,” he said. “I was seven hours into my flight to the United Kingdom when I hit the 1,000-hour mark.”

Similar to Ice, Dick flew the F-15 for 2 ½ years, accumulating 540 hours in the aircraft.

“The Eagle will always be my first love,” said Dick about flying the F-15C, which has been operational in the Air Force for more than four decades. “It is and always will be an amazing air superiority fighter.

“However, nothing comes close to the F-22 when it comes to its stealth, speed, maneuverability and lethality. The Raptor gives us (the U.S. Air Force) back that edge and allows us to once again be unrivaled in the air superiority fight.”

The 44th FG, a geographically separated unit of the 301st Fighter Wing at Naval Air Station Fort Worth Joint Reserve Base, Texas, is a classic associate unit with the 325th FW at Tyndall.

(Capt. Candice Allen, 301st FW public affairs, NAS Fort Worth JRB)

Leader Training on Blended Retirement System Available Via Mobile App

The new blended retirement system is a hot topic of conversation across the Department of Defense, and most total force Airmen have questions on how it will work and who is eligible.

An online BRS leader course, released in June, is designed to educate leaders on the new retirement system. The training provides both military and civilian leaders of Airmen with a working knowledge of the BRS and the DOD plan to educate the force prior to implementation on Jan. 1, 2018.

The course is available both online and through a mobile version for a smartphone or tablet via Joint Knowledge Online (<https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>), course number P-US1330. The course is also available to those without a Common Access Card, to include family members, via an alternate website (http://jko.jten.mil/courses/brs/leader_training/Launch_Course.html). The mobile version has a login option that provides a training certificate, which will be

necessary for the required opt-in training next year, as well as a public access option for spouses and parents of current or prospective Airmen.

“The public access option of the JKO mobile app for smartphones also makes the BRS leader course an easily accessible pocket version of BRS for questions on the fly from Airmen seeking more knowledge,” said Col. Brian Anderson, the military compensation policy chief at Headquarters Air Force. “Many leaders may not be eligible to opt-in to BRS themselves, but they will need to be knowledgeable about the new system in order to respond to questions from eligible service members.”

Leaders can download the app from their respective app store for free.

The leader role is to provide information and access to education but not to provide specific financial advice. Leaders who take the course will gain an understanding of the new retirement system, educational opportunities that will be made available to Airmen and the available resources to answer questions.

“In the future, Airmen will be able to seek individual information and education from a personal financial expert at their Airman and Family Readiness Center before making a final decision,” Anderson said. “The Air Force has a plan to train personal financial managers and make them available to assist members and spouses on the financial aspects of the current and new retirement systems.”

According to Anderson, quality education and training are key to an Airman’s ability to make an informed decision about retirement plans. Airmen will be encouraged to research their options during 2017 and may elect to opt-in to BRS on or after Jan. 1, 2018. Elections must be completed during 2018, and an online course, tailored to those who are eligible to opt-in, will be available soon.

BRS information is available and continuously updated on the myPers website (<https://mypers.af.mil>). Click “Retirement” from any military landing page. In addition, a live chat feature on BRS is available for Airmen. To chat live with a Total Force Service Center representative, go to the page and allow about 30 to 60 seconds to enable a representative to come online.

(ARPC public affairs)

Maintenance Detachment on Course to Become a Group

The 944th Fighter Wing Detachment 1 at Luke Air Force Base, Arizona, is getting closer to being designated as a group within the wing.

The detachment, which stood up in a classic association arrangement with the 56th FW in October 2014, recently surpassed the century mark in terms of Citizen Airmen being assigned to the unit. Its mission is to train combat-ready Airmen and provide mission-ready equipment.

“The growth is accelerating, as we currently have over 120 maintainers on the books and are ramping up to go even faster with an end goal of approximately 445 positions in the next couple of years,” said Maj. Karwin Weaver, 944th FW Det. 1 commander. There will be a mix of full-time air reserve technicians and part-time traditional Reservists filling those positions.

The detachment, which provides maintenance for both F-35 and F-16 aircraft and equipment, will eventually become a group within the 944th FW. The group will include both an aircraft maintenance squadron and a back shop maintenance squadron.

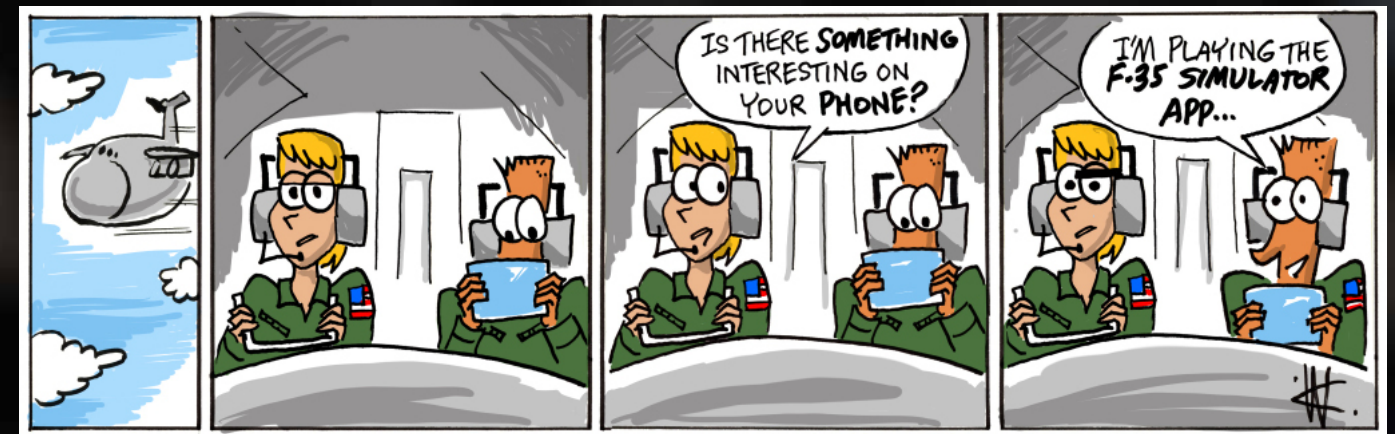
In a classic association arrangement, the aircraft belong to the active duty, while the Air Force Reserve Citizen Airmen provide manpower and work side by side with active-duty members to maintain the aircraft and equipment.

While discussing the importance of their mission, Weaver said, “The 56th FW is a great host; the maintenance group has brought our maintainers right into their shops with seamless integration. They have embraced us as part of their strategic visions for the growing mission of Luke AFB.”

For individuals interested in filling full-time ART maintenance positions, they can put in applications through USAJOBS.com, which is the official website for listing civil service job opportunities with federal agencies.

Those interested in filling part-time traditional Reservist maintenance positions can contact the 944th recruiting office at (623) 856-7429.

(Tech. Sgt. Barbara Plante, 944th FW public affairs, Luke AFB)



Medical Admin Specialist Sets Pace for Positive Patient Experience

While virtually no one looks forward to a hospital visit, Senior Airman Vincent Floyd, a medical administration specialist with the 60th Orthopedics Flight at Travis Air Force Base, California, does his best to change that mindset one patient at a time.

People who walk up to Floyd's desk for their appointment have often experienced traumatic injuries to their skeletal system, like broken collar bones, legs and arms. Their suffering is severe and sometimes chronic, so Floyd knows he needs to do more than ask questions and annotate answers. He needs to help ease their anxiety and pain.

With a broad smile, attention to detail and a caring manner, he sets the pace for a positive experience for even the most feared doctors' appointments.

"Being in patient admin, we don't do much physical care of patients, but when people first walk up to me, I'm the face of the clinic, and I want to put a smile on their face, even make them laugh," Floyd said. "It helps put them at ease before they go back to the doctors and technicians."

Each year the clinic cares for thousands of active-duty, Air Force Reserve and retired Airmen, as well as their family members, and performs hundreds of surgeries. But before hands-on care like hip, elbow and knee surgery begins, Floyd and his co-workers start the journey to healing.

His supervisor, Staff Sgt. Paul Cummings, orthopedic technician and acting noncommissioned officer in charge, said Floyd is an important part of the care patients receive.

"For the most part, he bridges the gap between the patients, doctors and technicians. He makes sure everything flows well," Cummings said.

In addition to his ability to deal with people, Cummings said Floyd's level of knowledge is exceptional.

"He tries to maintain a level you would expect of someone who is two ranks higher," Cummings said. "It's really impressive."

With a family tradition of military service, Floyd appears to be a natural Airman. His father retired from the Air Force after serving 20 years as an avionics electronics technician, and his grandfather and uncles served in the Chinese and Taiwanese militaries, respectively.

"It felt like I was entering the family business," Floyd said.

Floyd credits Cummings and the orthopedics staff for his professional growth, saying he's treated as a fellow Airman, not an Airman of a lower tier.

"They made a conscious effort to groom me and prepare me to be a staff sergeant, so while I've learned how to be better at medical admin, perhaps more than anything I've become a solid Airman," Floyd said.

As for the future, Floyd is in it for the long haul, hoping to one day be a chief master sergeant so he can have greater influence on nurturing the development of other Airmen.

"Right now I'm just focused on the people I serve, but the Air Force is definitely my calling," he said. "I want to make my family proud, but most of all I want to take care of my career field and all my fellow Airmen."

(Ken Wright, 349th Air Mobility Wing public affairs, Travis AFB)



Senior Airman Vincent Floyd does his best to put patients at ease and make their doctors' appointments a positive experience. (Ken Wright)

New 433rd AW Medical Training Facility Under Construction

Construction is underway on a new \$7.8 million consolidated medical training facility for the 433rd Airlift Wing at Joint Base San Antonio-Lackland, Texas.

"The goals were very simple: consolidate the entire medical group in order to reduce duplication, enhance force protection and foster collaboration across the entire medical community, including our active-duty partners," said Col. David Scott, 433rd AW commander. "Our team of experts put this plan together. They made it happen, and they did an outstanding job."

The new building will be a two-story, 36,560-square-foot facility that will bring together under one roof all 433rd Medical Group units that are currently spread out across JBSA-Lackland. The building will be constructed as an annex to the existing active-duty medical clinic to facilitate Reserve training and, through shared use, will maximize clinical space for skills training.

"The facility will allow the 433rd Medical Group to provide invaluable training and synergy of all three squadrons under one roof," said Col. Ernest Vasquez, group commander. "The 433rd Medical Group consolidated training and administrative facility is cost efficient and fiscally responsible, and will create enhanced options to serve our forces — in the end, providing a medically ready force. This is what we do, and we are the best at doing just that."

The facility is expected to be completed in December 2017. *(433rd AW public affairs)*

Arizona Reservist Achieves Lifelong Goal and Air Force Milestone

A native Arizonan and Air Force Reserve F-35 instructor pilot with the 944th Fighter Wing achieved his lifelong goal while also hitting a milestone for the Air Force in July.

Maj. Daniel Daehler flew an F-35 Lightning II from Luke Air Force Base, Arizona, to Royal Air Force Fairford, United Kingdom. It was his first trans-Atlantic flight and the first trans-Atlantic flight involving the F-35.

"Growing up you read about Charles Lindberg crossing the Atlantic, and it's been a cool life goal to do at some point," said Daehler, who transitioned to the F-35 aircraft from the F-16 Fighting Falcon earlier this year. "I never had the opportunity to make the flight when I flew F-16s. It just never worked out. So getting to make my first trans-Atlantic flight as part of a historic milestone for the Air Force in the F-35 was awesome."

The historic flight required seven air refuelings and took slightly more than 7 ½ hours to complete.

"The F-35 is a pretty remarkable aircraft," Daehler said. "It has more capabilities, is better able to face today's threats and can go into contested areas, and the technology is superior. It's also a decently comfortable cockpit; more room than the F-16, which helps during a long flight."

The trip to the United Kingdom was in support of the Royal International Air Tattoo at Fairford. A group from Luke AFB flew three F-35s to the air show, where the crowds were able to witness an aerial performance and get a close-up look at the aircraft with a static display.

Daehler spent most of his time during the air show talking to spectators and answering questions about the F-35.

"There was a lot of interest from the folks attending the air show, a lot of people just coming up to see the jet for the first time," Daehler said. "Most of the questions I got were about what it's like to fly and my opinion of the aircraft."

"I told them what I tell everyone. It's like a spaceship; it brings a lot more capability. The technology inside is awesome. It's just years and years ahead of where we are with the F-16."

When asked what his favorite thing about the trip was, Daehler said, "Just the opportunity to fly the airplane across the Atlantic for this historic event and seeing the views. It's really remarkable flying up the East Coast of the U.S. to Greenland. Greenland was clear both ways, going there and coming back, and it's a surreal life experience seeing Greenland with the mountains jetting out of the water, glaciers, snowcaps and icebergs floating in the water."

"This trip across the Atlantic was also much more than just attending an air show," he said. "It was an important milestone for the F-35 and its ability to forward-deploy."

The F-35 is a multi-role, next-generation fighter that combines advanced stealth with speed, agility and a 360-degree view of the battlespace. The F-35 will form the

backbone of air combat superiority for decades to come and replace legacy tactical fighter fleets with dominant air-to-air and air-to-ground capabilities to deter and defeat potential adversaries.

(Maj. Elizabeth Magnusson, 944th FW public affairs, Luke AFB)



Maj. Daniel Daehler of the 944th Fighter Wing at Luke Air Force Base, Arizona, was involved in the first trans-Atlantic flight involving the F-35. (Tech. Sgt. Jarad Denton)

Airman Leadership School Course Provides New Option for Reservists

A new option is available for Citizen Airmen who are interested in attending Airman Leadership School.

Traditionally, Air Force Reservists have had two choices for completing the course — via correspondence or in-residence. Now, there is a third option: a blended learning course that combines both online and in-residence training.

Senior Airman Linda Stovall of the 434th Force Support Squadron at Grissom Air Reserve Base, Indiana, graduated from the first offering of the new course in August at McGhee-Tyson Air National Guard Base, Tennessee. She completed the first six weeks of the course via distance learning and the last two weeks in-residence.

Stovall said the course is an excellent alternative to the other options.

"I tried to do the correspondence course, and it did not work for me," she said. "I asked my supervisor if I could do the in-residence course, but eight weeks was a little bit too much since I have a kid at home. That's when I heard about this course option, which was perfect because I didn't have to be gone for so long."

Stovall said Airmen who are ready to take the next step and become leaders should sign up for the blended course.

"If you want to learn about being an effective leader and are ready to handle more responsibility and lead subordinates, I'd most definitely take this class," she said.

(Staff Sgt. Dakota Bergl, 434th Air Refueling Wing public affairs, Grissom ARB.)

MARIJUANA AND THE MILITARY

DESPITE CHANGING STATE LAWS, WEED AND THE ARMED SERVICES STILL DON'T MIX

BY BO JOYNER

As state recreational and medical marijuana laws change throughout the country, Air Force Reserve Command officials remind Reservists that any marijuana use or possession by uniformed service members is still illegal under federal law. And the consequences for breaking this law could be career ending.

Air Force Reservists, like their active-duty counterparts, serve under Title 10 of the United States Code and are subject to the provisions of the Controlled Substance Act, which considers marijuana use or possession to be a crime, regardless of state laws.

"Even if a state has legalized medicinal marijuana, it is still illegal to use or possess it under the Controlled Substance Act, 21 U.S.C. 802, as it is a Schedule 1 drug," said Lt. Col. Michael Roderick of AFRC's staff judge advocate's office at Robins Air Force Base, Georgia. "According to the CSA, Schedule 1 drugs, substances or chemicals are defined as drugs with no currently accepted medical use and a high potential for abuse."

Currently, recreational marijuana use is legal in four states — Washington, Oregon, Colorado and Alaska — and the District of Columbia. Limited medical marijuana use is now legal in 24 states. A number of states have recreational or medical legalization on the ballot this November.

The Department of Defense's position on drug use within the services, as stated on the Military OneSource website, is clear: "Drug abuse and dependence are incompatible with readiness, the maintenance of high standards of performance and military discipline. As a result of this position, each of the services conducts a drug testing urinalysis program to deter and detect drug misuse among service members and to permit commanders to use the results to separate service members from the military."

Under AFRC's drug testing program, more Reservists test positive for marijuana than for all other illegal drugs combined.

"Marijuana continues to be the drug of choice for Air Force Reservists who test positive during routine urinalysis," said Dr. Don Jenrette, the command's Drug Demand Reduction Program manager. "In fact, for AFRC over the past 18 fiscal years, two-thirds of the positive drug test results are for THC, the active ingredient in marijuana."

Jenrette said all Reservists know that marijuana use is illegal while they are in military status, but some may wrongly believe that the laws in their state make marijuana use acceptable when they are not on duty. Reservists who use marijuana while they are away from their military job can still test positive if selected for a drug urinalysis test during a unit training assembly.

Some Reservists also believe that having a prescription for medical marijuana protects them if they should test positive.

"Whether or not they have a valid prescription, marijuana use is still illegal for military members," Jenrette said. "Most conditions that would require a prescription for marijuana would be disqualifying for a Reservist anyway, but if a

Reservist is prescribed marijuana by his physician, he or she should refuse it and ask for an alternative."

Reservists should also be careful if their spouse or other family members use marijuana, even if they use it legally either recreationally or for medicinal purposes. There have been reported cases among other services where the spouse of a service member placed medically prescribed marijuana in their vehicle, only to have it discovered by security forces members on base.

"Even if marijuana possession and limited use has been legalized in your state, military installations are considered federal property," according to Military OneSource. "If you or a family member is found on an installation in possession of or using marijuana, you will be subject to the federal laws related to marijuana, not the state laws."

Military OneSource goes on to warn military members against accidental ingestion or exposure.

"If limited possession and use is legal in the state in which you live, the availability of the drug can lead to accidental exposure or ingestion that could cause trouble for your military career," according to the website. "You can minimize your risk by being aware of your surroundings, being cautious about eating foods in homes where marijuana is present and knowing whether establishments in the community allow recreational use. By remaining vigilant and avoiding establishments permitting recreational use of marijuana, service members can help to ensure they do not jeopardize their careers."

(Joyner is assigned to the Headquarters AFRC public affairs office at Robins AFB.)



ARC2Mission

Team improves operational utilization of air reserve component
By Bo Joyner

Maj. Gen. Vincent Mancuso has his hands full. As the leader of the ARC2Mission team, the mobilization assistant to the Air Force chief of staff has been tasked with improving the processes and policies the Air Force uses to get air reserve component forces involved in today's operational missions.

"There are big gaps and disconnects in today's requirements and resourcing processes," the general said. "These legacy processes and policies that were designed years ago when the ARC was primarily a force in reserve are still in place today. The Air Force Reserve and Air National Guard are now truly operational forces with strategic depth, but the processes and policies we currently use to get ARC Airmen, resources and operational missions aligned have not caught up with this reality.

"Our team was tasked by General Welsh (former Air Force Chief of Staff Gen. Mark A Welsh III) to correct these gaps and disconnects by improving the Air Force institutional foundations supporting ARC operational utilization."

Established in 2014, the ARC2Mission team comprises a small core group of Reservists, Guardsmen and active-duty members. Mancuso knows that retooling an entire institutional process is a massive task and that his team has its work cut out for it. But he is confident this retooling for an operational reserve is an idea whose time has come and that the ARC2Mission team is up to the challenge.

"Revectoring decades of institutional inertia, reshaping legacy guidance and retooling our information systems to support improved ARC operational utilization will take years of persistent and focused effort," he said. "But we are committed to that collaborative total force journey."

Mancuso said the journey actually started in 2012 when he and Welsh were both stationed in Germany – Mancuso as the mobilization assistant to the director of operations, strategic deterrence and nuclear integration for U.S. Air Forces in Europe and Air Forces Africa and Welsh as the USAFE-AFACR commander.

"We were downsizing the active component force in Europe while operations in Africa were growing rapidly, so we needed

all of the help we could get from the ARC," Mancuso said. "But we were actually giving back about 25 percent of our man-days every year because we couldn't execute them. Nobody had planned or budgeted for the travel and per diem.

"We had the days, but we didn't have any travel dollars to get Reservists or Guardsmen over to Europe," the general said. "There was a major command planning process for man-days but no MAJCOM planning process for the essential travel and per diem required to get the ARC members to the mission. That missing process — along with the fact that General Welsh did not have full visibility on the ARC members who were serving in Europe at the time — was a clear indicator to us that the process was broken."

Mancuso asked to take on the project of improving ARC utilization processes at USAFE-AFACR, and Welsh eagerly took him up on his offer.

"I took on the challenge of trying to streamline how we were getting ARC members over there, and I feel like we had some success," Mancuso said.

Welsh was named Air Force chief of staff in August 2012. In December 2013, he chose Mancuso to be his mobilization assistant and directed him to expand the scope of the improvements in USAFE-AFACR's process to the Air Force level. Since then, Mancuso has been working on improving ARC requirements and resourcing processes to catch up with the reality of the ARC being an operational force with strategic depth.

While Mancuso believes that the retooling and revamping of the operational utilization process supporting the air reserve component utilization will ultimately take years, the ARC2Mission team has already made substantial progress.

After preparing a program guidance letter for the chief of staff that spelled out what ARC2Mission would accomplish, one of the first things the team did was stand up the ARC Requirements Cell at Air Force headquarters. The cell's purpose is to establish and sustain a common operational picture for all ARC operational utilization requirements (enduring and one-time) that informs leaders and stakeholders

throughout the planning, programming, budgeting and execution cycles.

The general said the cell also provides information and analytics to facilitate future requirements for ARC utilization plan development.

Another major accomplishment of the ARC2Mission team was the fielding of an online tool that allows commanders to see where any Guardsmen or Reservist who is on operational orders is serving in his or her area of responsibility.

"COMAFFORs (commanders of Air Force forces) are responsible for ARC Airmen performing operational missions or conducting routine TDYs in their AOR, yet commanders had very little visibility of all ARC Airmen operating in their organizations or AOR," Mancuso said.

To correct that shortcoming, a three-component team with members from HQ AFRC, the Air National Guard Readiness Center and the ARC Requirements Cell built and fielded an online geospatial tool called ARC Force Visibility that provides authorized active and reserve component leaders and their staffs an online interactive and secure view of the current location of ARC forces.

"General Welsh was thrilled when he saw AFV for the first time," Mancuso said, "because this was something that he was missing as a commander overseas. One of the cool things about AFV is that we used existing server and software capabilities that the Air Force already had. All we had to do was configure it for our purpose. We didn't have to go out and buy and certify anything new. All of the major commands already had the graphical information systems to support civil engineering functions. All we had to do was just leverage that capability. And now that we have AFV in place, we'll just keep maturing it from here."

Mancuso said the ARC2Mission team has also made some headway in the long-term planning for ARC utilization.

"We've had a lot of success in the FM (financial management) world with building in the budgeting rigor to ensure major commands have the tools and guidance to plan ahead for the man-days and the support tail costs for ARC utilization," he said. "We've built templates that allow the MAJCOMS to articulate how much they are setting aside for ARC utilization.

"In the past, they didn't have to account for all the costs, which resulted in a scramble in the execution year to find the other essential funds to get the ARC members to the mission. It was a funding pick-up game to piece together everything to get ARC members to operational missions. Building the foundations for better support tail cost planning was a big milestone for us."

Mancuso said the next big milestone will be switching the responsibility for collecting and documenting ARC utilization mission requirements from A1 (personnel) to A3 (operations).

"Back in 2008, when the Air Force decided to make the MPA (military personnel appropriation) process a requirements-based process, the A1s became the de-facto

mission requirements managers," the general said. "They were having to figure out what the operational mission priorities were in order to parse the limited man-day resources across the force. They don't want to be in that mission requirements prioritization business. Now, the A3s will be managing all of the mission requirements for ARC utilization, while the A1s continue to manage the man-day appropriation.

"A1 still has the fiduciary responsibility to manage the MPA program. That is not going to change. But now the A3 is going to give the A1 a prioritized list of ARC utilization mission requirements."

Mancuso said A1 will use this list to help manage the MPA instead of having to figure out what the priorities are on its own.

He said there are bound to be some growing pains as the responsibility for collecting and documenting ARC utilization requirements switches from A1 to A3.

"When you do something for this many years, you build up a lot of institutional muscle memory. There are always some people who will be uncertain about this change," the general said. "But the senior leaders are all comfortable with the idea of the director of operations leading the mission requirements process. It's just the nuts and bolts of how the new process will work that we are refining now."

Before retiring this summer, Welsh said he is excited about the progress the ARC2Mission team is making and what it will be doing in the months and years ahead.

"By this September, you'll see some notable changes in the ARC requirements/resourcing process," Welsh said in a message he sent to total force commanders during the summer. "First, we'll start documenting enduring utilization agreements for operational missions we know the ARC will be performing for the foreseeable future. This change will help prevent the execution-year scramble for resources to fund the ARC.

"Secondly, we'll shift the responsibility for collecting and documenting the ARC utilization requirements from the directors of personnel to our directors of operations.

"Historically, we've under-executed the MPA by significant percentages," he said. "Over the last two years, we've cut that under-execution in half each year. But we can still do better."

The Air Force chief of staff will receive a report each September of all organizations that return MPA days after June 1. This report will include justification for under-execution.

Welsh said he knows ARC2Mission is a long-term project, but he is confident it will lead to a more efficient total force.

"Although it'll take time to overcome decades of inertia and legacy processes optimized for purely strategic reserve components, we're confident that the changes we've outlined will get us on a healthy footing for long-term ARC utilization," he said.

(Joyner is assigned to the Headquarters AFRC public affairs office at Robins Air Force Base, Georgia)



BREAST CANCER

SURVIVOR

Out of adversity comes Grace

By Robert Helton

October is Breast Cancer Awareness Month, and for one Citizen Airman it is a month that bears importance beyond the pink ribbon.

"It's more than just a ribbon. When you see that pink ribbon on a NFL jersey or wherever it's displayed, it's not just a cutesy ribbon. There are real people behind what it represents," said Maj. Julie McElroy of the 379th Space Range Squadron at Schriever Air Force Base, Colorado.

McElroy is a breast cancer survivor, and she is cancer-free today thanks to her family, friends, co-workers and a vast support network available to breast cancer patients and survivors.

It all started in late 2012 when McElroy noticed a significant lump in her right breast while showering. She was preparing to leave on a month-long trip to Ecuador the following morning to accomplish some volunteer work and take a vacation. With that on her schedule, McElroy said she could not deal with the worst possible outcome, so she put aside any detrimental thoughts and decided to deal with the foreign mass when she returned.

While in Ecuador, she worked with United to Benefit Ecuadorian Children, International, a volunteer organization that serves low-income children who work on the streets and in the markets of the city of Quito and surrounding rural areas.

"In Ecuador, they put kids to work at a very young age," McElroy said. "The kids are with their parents at the markets from seven in the morning to seven at night. It's sad. A lot of times they don't go to school, so they're not playing with other kids so much."

After returning from her trip, McElroy faced reality and proceeded to get the lump in her breast checked out. The biopsy results confirmed her worst fears: cancer.

"After all the diagnostic mammograms, ultrasounds, blood work and biopsies, it was confirmed," she said. "While sitting in a parking lot on Dec. 3, 2012, a phone call revealed that I have Stage 3 invasive ductal carcinoma: breast cancer. Then my world changed."

McElroy was determined to stay positive and not allow adversity to overtake her.

"I credited stress as one of the culprits for the forming of this cancerous mass," she said. "Of course, there is no way of knowing. But, regardless, I knew stress would not help, so

I gained a new perspective and attitude. I couldn't control the diagnosis, but I could control how I reacted."

As she went through chemotherapy, the treatments began to take a toll on her. Carrying out normal day-to-day activities like cooking and cleaning was challenging, and even standing for a few minutes became difficult due to exhaustion.

After chemotherapy, McElroy had a lumpectomy to remove the once 5-centimeter tumor, which the chemo had decimated to about a millimeter. Even though she was considered cancer-free at that point, she had to endure a lengthy regimen of radiation for long-term survival and to minimize the chances that the cancer would return.

"Radiation was every day, Monday through Friday, for six weeks," McElroy said.

During this period, when she was the most vulnerable, the one Air Force team banded together to provide support and comfort.

At the time, McElroy was assigned to the 379th SRS at Schriever AFB as a traditional Reservist. Prior to that, she was a TR with the 26th Space Aggressor Squadron, also based at Schriever, the oldest squadron in the Air Force Reserve.

"The aggressors have a mantra — once an aggressor, always an aggressor — so they are very much like a family," McElroy said. "People from both of those squadrons came together, took up a collection and bought meals, and even provided me with occasional company, when I was up to it. The thing is at that point you don't even know what you need. So it was nice because people just did it (whatever was necessary)."

A broad base of help and care came from outside her Air Force family as well. McElroy received chemotherapy treatments at the Veterans Administration hospital in Denver, and the VA's partnership allowed her surgery and radiation treatments to occur at the teaching hospital at the University of Colorado, Aurora.

During the post-treatment and recovery process, McElroy attended a retreat with a group of breast cancer survivors. Sponsored by Sisters Hope, a non-profit organization developed by a breast cancer survivor to provide a nurturing environment for survivors to heal, the retreat was held in the picturesque mountains of Dillon, Colorado.

"Before she passed away, a woman who had breast cancer wanted this to be a place where women can come together and talk about their experiences and bond and have an enjoyable time," McElroy said. "They provided three healthy meals a day, yoga, work books and sessions to talk about things. It's all paid for except a small administrative fee. It was phenomenal. You cry, you laugh and all that stuff, and you are all there because you're breast cancer survivors. So you have that commonality and automatically bond."

Another resource for cancer patients is Lolly's Locks, a non-profit organization that provides professional-grade wigs to women who have lost hair during chemotherapy, and it provided McElroy with a wig, free of charge.

By July 2013, McElroy had completed her chemotherapy and radiation treatments, along with surgery, and was declared cancer-free. The treatments saved her life but also eliminated any chance of giving birth to a life of her own. That devastating consequence did not deter her. Instead, she sought a different path to motherhood.

"Chemo killed my ovaries, and I always wanted kids," McElroy said. "I had never gotten married, for whatever reason, so I went forward with the adoption process and never looked back. During this process, I experienced a failed adoption, which was devastating because for five months I thought I was going to have this baby."

But with the same grit she displayed during her treatment and recovery process, McElroy persevered. In February 2015, she said a premature baby girl needing a home was born "right up the street" in Denver. McElroy jumped at the chance, and after a second attempt, she successfully adopted the baby in September 2015. She named the child Grace.

With affection and pride, McElroy describes Grace, who is now 20 months old, as a spitfire.

Throughout the cancer and adoption experiences, McElroy faced obstacles, disappointments and uncertainties, but she overcame them. Through her struggles, she met countless wonderful people and found Grace. For her, the key to happiness is keeping a positive outlook on life.

"Attitude is everything. I don't always live to that, though," she said. "Sometimes I get irritable, but I tell myself, 'Take it and deal with it, because I can't change it.' No matter what gets thrown at you, it's how you react to it, and having a good attitude really helped get me through a lot of that adversity. I could have succumbed to doom and gloom, but I chose to not go that way."

McElroy said she hopes to do more to help men and women afflicted by breast cancer. She is working on a book, "Beyond the Pink Ribbon," in an effort to raise awareness of this disease and shed light on the struggles beyond the pink ribbon.

"Somehow, someone is going to hear my story, and it may make a difference," she said. "It could help them feel better and get them through the day, knowing they are not alone. I believe my story should be shared to help other survivors

navigate through the new life given to them."

When McElroy found a lump that fateful morning, she was afraid and in denial. Now she advises people in the same situation to get examined right away and wants people to understand that help is available and comes in many shapes.

"I would tell newly diagnosed breast cancer patients to seek out a support group, research available resources and ask your doctor lots of questions," McElroy said. "Don't do it alone, because it'll tear you apart. On the preventive side, complete self-exams and get mammograms as recommended by doctors."

More information on Breast Cancer Awareness Month and other resources is available at the following websites:

- <http://www.nationalbreastcancer.org/breast-cancer-awareness-month>
- <http://www.sistershope.org/AboutUs.html>
- <https://lollyslocks.org/>
- <http://ww5.komen.org/>
- <http://BeyondthePinkRibbon.com>

(Helton is assigned to the Headquarters Air Force Reserve Command public affairs office at Robins AFB, Georgia.)



After chemotherapy treatments eliminated any chance for her to have a baby, Maj. Julie McElroy decided to go through the adoption process. Her daughter, Grace, is now 20 months old. (Courtesy photo)

Outstanding Airman

Putting in extra time, effort pays off for Beale Reservist

By Senior Airman Tara R. Abrahams

Regardless of what he does, whether he's wearing his uniform or not, Staff Sgt. Aaron M. Tobler puts extra time and effort into assisting his fellow Airmen and the Air Force as a whole.

"If it's my way of helping them do their jobs more easily, then it's worth it," Tobler said.

Although recognition isn't motivation for his actions, the sergeant was recently honored for his achievements when the Air Force named him one of its 12 Outstanding Airmen of the Year for 2015. He received the award Sept. 19 during a ceremony in Washington, D.C.

"It's truly a unique honor," said the geospatial intelligence analyst assigned to the 50th Intelligence Squadron at Beale Air Force Base, California. "It's an extraordinarily humbling experience."

The award recognizes top enlisted Airmen for their unique individual achievements in leadership, job performance, significant self-improvement and community involvement. Tobler has demonstrated exemplary accomplishments in each of these areas.

As a traditional Reservist, he works with the Air Force part time. When not in uniform, he is a manager at the California Department of Social Services. Although his positions are not directly related, he has found ways to use his civilian job to better his position with the Air Force and improve his leadership skills.

"Being a manager has made me a better sergeant," Tobler said. "I was fortunate enough to have a lot of self-improvement trainings and courses through CDSS."

Along with his outstanding leadership qualities, Tobler excels at his job. He strives for excellence and does everything he can to ensure the job gets done well.

"I approach every product I do as something that could potentially go very far," Tobler said. "I put every effort into each product to make it as accurate as possible."



Staff Sgt. Aaron M. Tobler

"He is incredibly responsive with emails and anything he is asked to do during the month," said Tech. Sgt. Andrea Wiyrick, 50th IS intelligence, surveillance and reconnaissance flight chief and Tobler's supervisor.

Staying involved throughout the month not only benefits his fellow Airmen when he is on duty, but also when he isn't.

"He is always ready for the mission," Wiyrick said.

"Because of that, he can assist other traditional Reservists on the weekends."

Helping is a common theme in Tobler's life. In addition to his full-time job and keeping up to date with the mission at Beale, he spends multiple hours each week volunteering in his community with Rocklin Residents Unite for Fido, a non-profit organization founded in 2009 for the purpose of providing a safe, enclosed environment for Rocklin, California, area dog owners and their companion animals. Tobler also volunteers with Friendship Place, an organization in Washington, D.C., that develops solutions to homelessness.

On a more personal level, Tobler enjoys helping fellow Airmen better themselves.

"I really enjoy mentoring and talking to younger people and giving them advice about educational goals," he said.

After winning this prestigious award, he is looking forward to more opportunities to give back to his fellow Airmen, further educational opportunities with his jobs and continue growing within the Air Force Reserve.

"I'm excited to see what opportunities may arise down the line," Tobler said.

(Abrahams is assigned to the 940th Air Refueling Wing public affairs office at Beale AFB.)

The Lockheed LEGACY

FOUR GENERATIONS OF PILOTS CARRY ON THE TRADITION BY MAJ. JOLENE BOTTOR-ORTIONA

Some people say flying is in their DNA. That couldn't be truer for Capt. John Lockheed, an Air Force Reserve pilot assigned to the 302nd Airlift Wing at Peterson Air Force Base, Colorado. He is the fourth generation of pilots in his family, a tradition that encompasses more than a century of flight.

Lockheed's great-grandfather, Allan Lockheed, was one of America's aviation pioneers. Allan never graduated from high school and started as a mechanic by trade, but he had a vision for aviation that led to accomplishments that even he never imagined.

In 1910, just seven years after the Wright brothers' first flight in 1903, Allan was working as a mechanic for the owner of a Curtiss "Pusher" biplane. Two pilots had been hired to fly the aircraft, but neither one could get the airplane off the ground. The owner was prepared to give up and sell it when Allan asked for a chance to fly the plane.

He spent the night before his first scheduled flight attempt redoing the rigging and tuning the engine. The next day, 21-year-old Allan climbed into the biplane in a field in Chicago and on his first try got stuck in the mud. On his second attempt, the airplane took off, and Allan managed to land it. He kept at it and was eventually able to gracefully fly all around the field. Thus began his love for aviation.

Allan and his brother, Malcolm, would eventually form several companies together, including the Lockheed Aircraft Company. Allan sold his portion of what would eventually become the modern-day Lockheed Martin in 1929, but he kept informal ties with the Lockheed Corporation until his death in 1969.

Members from each generation of his family since then have, if only briefly, worked for Lockheed in some capacity. It's another family tradition.

Allan passed on his love of flying to his son, John Allan Lockheed. John inherited his father's gift for engineering and graduated from the California Institute of Technology. He

experienced his first flight at age 2 with his father in the F1, a twin-engine seaplane. Although he was so young at the time, that first flight was something he would always remember.

John was an aeronautical engineer his entire life, but his dream was to retire and own his own aircraft. At one point during World War II, he worked for Vega Aircraft Company, which was a division of Lockheed.

John's son, John Jr., grew up flying with his father but chose a different path and wanted to be a musician. However, he couldn't stay away from the family business forever. After five years of touring with his band, he moved back to his hometown. John Jr. picked up all his licenses and ratings for commercial aircraft and became the third generation of his



Capt. John Lockheed of the 302nd Airlift Wing at Peterson Air Force Base, Colorado, is the fourth generation of pilots in his family. (Maj. Jolene Bottor-Ortiona). (Below) Lockheed's great-grandfather, Allan Lockheed (right) was one of America's aviation pioneers. Allan and his brother, Malcolm (left) formed several companies together, including Lockheed Aircraft Company, now known as Lockheed Martin.

family to fly. He simultaneously worked on a physics degree in his spare time and eventually was hired by Lockheed Missiles and Space in Sunnyvale, California.

"I flew gliders, and the first time I got my license and took my dad for a ride was one of the proudest moments of my life," John Jr. said.

Lockheed grew up flying with his father, John Jr., and always wanted to be a pilot. Like his father and grandfather before him, he took a roundabout way of getting there.

"It's a family thing," he said. "I grew up in airplanes flying, and it was the unwritten rule. I wanted to fly, specifically in the military, which required a commission.

"I always wanted to fly C-130s because I love how broad their mission is and because it's a Lockheed aircraft. It goes back to my roots."

To help pay for college, Lockheed joined the Air National Guard in Oregon directly out of high school and became an air traffic controller.

"There was an aspect of the military that was intriguing — the type of flying is different and unique, and you get to do things that people only dream of," the captain said. "I was the first person in my family in the military since World War II."

After completing training and going on a deployment, he attended the University of North Dakota and majored in air traffic control. Lockheed graduated in 2006 and worked briefly for Lockheed as a flight service specialist. He then worked for the Federal Aviation Administration and after that was a contractor in Afghanistan.

While working in Afghanistan, Lockheed called the 302nd AW to see if the unit was hiring pilots. It wasn't. However, the wing was hiring navigators. He joined the 731st Airlift Squadron and was sent to Officer Training School to earn his commission. Lockheed then went to navigation school and earned his wings, after which he came back and served in the unit.

While he enjoyed being a navigator, he still hadn't reached his ultimate goal of becoming a pilot. Lockheed eventually met the pilot selection board and was chosen to attend undergraduate pilot training. He received his pilot wings in October 2013, thus earning his right to join the family pilot tree.

"Before my great-grandfather and his brother started flying, they were known as mechanics," Lockheed said. "They liked to build and invent and tinker with things. I share a lot of those traits. I always have a project on the side, something hands-on. And while flying is fun in general, it is also very hands-on, and there is a touch of perfectionism that comes with flying. It just all rolls together with how I operate."

In his six years in the Air National Guard and eight years in the Air Force Reserve, Lockheed has served as an air traffic controller, a navigator and a pilot. He jokes that he is running out of places to put wings. He is about to begin a civilian job in commercial aviation and plans to continue flying with the 302nd as a Citizen Airman. He also looks forward to one day qualifying and flying as part of the Colorado Reserve wing's modular airborne firefighting system mission.

The Air Force Reserve traces its origins back to the National Defense Act of 1916, and as the service celebrates 100 years of reserve air power this year, Lockheed represents more than a century of flight for his own family.

"One of my fondest memories of John as a child was when he was standing on the floor of the aircraft because he wasn't tall enough to see over the panel," said John Jr., Lockheed's father. "He was bending the yoke so he could see. He always had a love of aviation, and I am so proud that he is a pilot in the Air Force Reserve."

(Bottor-Ortiona is a traditional Reservist assigned to the 302nd AW at Peterson AFB.)

Treasure in the North Sea

Part III

By 1st Lt. Justin Clark



Norville Gorse piloted two B-17 Flying Fortress aircraft in World War II that were shot down over the North Sea. His nephew, Lt. Col. John Gorse, is commander of the 440th Operations Group at Pope Army Airfield, North Carolina. After Gorse's second aircraft was shot down, he was captured and held in two German prisoner of war camps.

He died on a Wednesday night in May 2003 — without fanfare or the pain he still felt from time spent in German prisoner of war camps during World War II.

Norville Gorse, a B-17 Flying Fortress aviator who was shot down twice over the North Sea and held prisoner by Nazi Germany for 22 months, had been diagnosed with pancreatic cancer. Doctors told him he had a year left to live. Instead, he died within a month, with the dignity due a heroic Airman.

In his final moments, lying comfortably in his bed with his nephew, Lt. Col. John Gorse, commander of the 440th Operations Group at Pope Army Airfield, North Carolina, and John's family members by his side, Gorse gazed into his nephew's eyes with a look of deep gratitude. He took the breath that would be his last, and a death tear rolled down his right cheek. Gorse was now with his B-17 crewmates on the other side.

Gorse's story surfaced when a B-17 that he was forced to ditch into the North Sea was located on the sea floor by divers last fall. He returned to flying status after that crash, but months later he was piloting another B-17 that was shot down by fighter aircraft off Germany's northern coast. After spending days floating in an emergency raft, he and his surviving crewmates were captured by the Germans.

After leaving active service at the end of the war with the rank of captain, Gorse started a long professional career with NASA and General Electric. He married and had a son. However, he never was able to shake the post-traumatic stress disorder that resulted from his POW internment that began in the summer of 1943, and its after-effects eventually led to his divorce.

Gorse lived alone in an apartment in Northern Wisconsin. He had checked himself into a hospital where he was given the terminal diagnosis of cancer. Two weeks before his death, he called his nephew. He asked John if he could come live with him because his insurance would no longer pay for a hospital stay. John happily agreed.

Because there were plenty of preparations to make to his house before his uncle could move in, John negotiated a

1 ½-week extension to Gorse's hospital stay. On the morning of May 25, 2003, John arrived at the hospital to pick up his uncle and gather his belongings in preparation for the move. Gorse was alert and seemed strong, with no indication that he had fewer than three days left to live.

Gorse was a methodical thinker and had spent the previous week and a half planning all the things he and John had to get done. Every step was planned; every idea mapped out. Their first stop was at the small apartment where Gorse lived alone, a 20-minute drive away.

The single-bedroom apartment was clean and orderly, just the way Gorse lived his solitary life. He showed John around, fawning over photos of his wife and son, who he hadn't seen in far too many years.

After World War II, Gorse's undiagnosed PTSD led his mom and dad to believe he was crazy. They had him committed to a mental institution for a period of time. Although he would later get married and have a son, the internal aftershocks of his wartime service led to a divorce. He carried the memories of war with him daily.

He had one photo of John that was taken at his pilot training graduation in 1991, where the two had first met.

Their next stop took them to Gorse's 60-acre patch of land, which he'd bought in 1972 for \$1,200. Because he loved the outdoors and the solitude of the woods, he spent a lot of time at the remote acreage, another 20-minute drive from the apartment.

Gorse had built two huts on the land and used them for logging. The larger one was enclosed and had a windowless plywood sliding door. Inside, he had a makeshift bed that he slept on when he got tired from working on the land. It was made of two wooden pallets laid side by side, with a sleeping bag on top. The setup reminded John of beds he'd seen in photos of POW camps.

Gorse showed John around some of the property, but it was getting late and he had to return to the hospital for the night. The next day was the day of the move to John's house, where Gorse would stay for the remainder of his life.

The following morning started early, and Gorse didn't want to waste a single minute. Lawyers showed up at the hospital by 8 a.m., and Gorse had signed his will by 8:15. Although it wasn't clear to John what was happening, it was all part of Gorse's plan. John was named the executor of his will and given responsibility for all that Gorse owned.

They finished packing Gorse's personal items from his hospital room and went to John's car at the patient pick-up. The hospital staff loaded Gorse into the car and ensured he was buckled in. The men left the hospital at 9 a.m. for the four-hour drive to southern Wisconsin.

An hour into the trip, Gorse said he felt like he couldn't breathe and that he needed John to pull over so he could catch his breath. John complied. He thought it was strange that his uncle seemed in such bad shape, given that doctors had said Gorse had a full year left to live. They continued southward.

The final hour of the trip was the worst. Gorse, short of breath, looked over at John and begged him to stop the car. "Pull over," he said, "So I can die."

Shocked by his uncle's statement, John toughly fired back, "You will not die in this car, soldier, because my kids want to read you a book tonight."

John soon stopped the car. Gorse flung his door open, stepped outside and clung to the car door for support. He spent 10 minutes just standing as the wind blew across his face. Finally, Gorse sat back down in his seat. His tone completely changed.

"Yes, that would be very nice," he said, as if he'd made peace with the situation.

An hour later, John and his uncle arrived at the house without any further discussion of death. The family was waiting in the driveway when they pulled up. John's children — Mariah, Chase and Keely — were excited to see their great uncle. When Gorse saw the kids, his demeanor changed, and he once again acted engaging and happy.

John and his wife, Jess, unloaded the car as the kids escorted Gorse to the backyard. He sat down on the back

porch in a chair the kids had put there for him. It wasn't long before the car was empty, and it was then time to show Gorse his new room.

John helped Gorse have a seat in his chair, the same one that had come from his apartment. Gorse sat down, took hold of Keely, the youngest child, and stared outside. Keely asked him if he liked his room.

"Yes, you did a great job," he said. "It's very peaceful. Thank you."

John asked Gorse if his room was worth the drive. "It's perfect," he said.

Mariah and Chase were both trying to climb into their great uncle's lap because they wanted to read him a book. John could tell Gorse was getting tired, but his uncle complied with the kids' demands.

"Let's do that, shall we?" he said.

The kids took great care of Gorse the rest of the afternoon, inviting him into all their activities. Gorse was filled with the joy and happiness of being part of a family he so desperately wanted but never really had.

That first evening, the normal routine of family life crept in — kids' baths, dogs to walk, dinner and, later, bedtime stories. Gorse sat in his chair and read aloud each of the kids' favorite books. The kids listened intently, sitting cross-legged in front of Gorse, happy to share their time with him.

Jess called the kids for bedtime, and one by one they each gave Gorse a kiss and headed off to their bedrooms.

"Let's call it a day, shall we?" Gorse said quietly.

It was a full first day, and even with some adjustments to make, John thought that life would be good if every day could end like the first.

The next morning, Gorse woke up in pain. He had gone to bed in seemingly fine health, but as the kids were preparing for school, John heard a low moaning sound coming from his uncle's room. John knocked and entered.

Gorse was lying stiffly on his back and complained of pain in his belly. John called a hospice care nurse and asked her to pay a visit to find out what was going on.

The children entered the room, said goodbye to Gorse and told him they would see him that night. Gorse, through the pain, told them to have a great day and that he looked forward to seeing them later.

The nurse arrived an hour later. Gorse's pain had increased to the point where it was becoming unbearable. He was agitated and extremely restless. Several times he tried to get out of bed and stand but was unstable and forced to lie back down.

John and the nurse were concerned for Gorse's safety, and the nurse increased his dosage of morphine, which seemed to calm him down. She left instructions for what to do if Gorse's condition worsened. John also had to leave for work and left his uncle in his wife's care.

Norville's condition remained unchanged until the kids arrived home from school that afternoon. Jess explained to them that he wasn't feeling well and that they should keep the noise down. The kids asked if they could read him a book. Jess consulted Gorse, who agreed with only a nod.

As Mariah was reading, John arrived home. The entire family listened and watched as Mariah read aloud her favorite book. Gorse seemed to calm down, and for the first time that day he fell asleep.

The family left the room, hopeful that his condition would improve. However, that was not the case. Later that evening, Gorse's condition worsened by the hour. He started to become delirious. John and Jess, sitting on the couch after putting the kids to bed, heard a loud thud from Gorse's bedroom.

They hurried to the room to find Gorse sitting on the edge of his bed, feet on the floor. He looked as if he were somewhere else. He barked a command at them: "Stay close! "Sit down! We have to huddle to conserve our heat!"

John realized that Gorse was reliving his experience in the North Sea after his B-17 was shot down. Gorse and his crewmates had spent three days fighting hypothermia while adrift in a survival raft. John and Jess sat on either side of him. They were his crewmates, and he was their leader.

"Let's do an inventory," Gorse said. "Paddles, pistol, radio, survival kit."

The vivid detail sent goosebumps down John's back. As he and his wife witnessed the story playing out in the dying man's mind, John was glad Gorse wasn't alone.

They were finally able to get Gorse to lie down again. He seemed exhausted from the event and drifted back to sleep.

John and Jess went back to the couch to contemplate what they had just seen and prayed that Gorse could find his peace. They understood what was happening — Gorse was dying, and he wasn't going to last the year that the doctors had predicted. The long night of listening to moans, consoling the kids and not sleeping themselves left John and Jess exhausted.

The next morning brought uncertainty but progressed without incident. Jess wanted to get the kids to school quickly to protect them seeing their uncle in such poor shape. John called the hospice nurse again and asked if she could evaluate Gorse. She confirmed that he was rapidly deteriorating and that his body was shutting down.

That afternoon, other family members began to show up. A vigil formed in Gorse's room, with family talking and reminiscing. His expression would change depending on what was being said, so they knew he was listening.

After the kids arrived home from school, they were told what was happening. Each wanted a chance to read their favorite book to Gorse again. Seeing the children with such compassion and the recognition from the World War II hero who lay dying was an intensely meaningful moment.

Shortly after 9 p.m., on May 28, 2003, John and his family were with Gorse when he died. Gorse was able to leave behind the pain of the German POW camps that he had carried with him for so long and pass away with dignity. The death of a heroic Airman. That night, Gorse reunited on the other side with his B-17 crew.

(At the time this article was written, Clark was assigned to the 440th Airlift Wing public affairs office at Pope Army Airfield. On Sept. 30, the wing and its subordinate units, including the operations group that Lt. Col. John Gorse commanded, was officially inactivated.)



Gorse suffered from post-traumatic stress disorder, which had a negative impact on the rest of his life. He died of terminal cancer on May 28, 2003, at his nephew's house.

Points of Partnership

Team of Reservists Spawns Innovation Within Defense Department

By Matthew A. Ebarb

The Defense Innovation Unit Experimental aims to keep the Department of Defense at the forefront of technology through a unique partnership with the commercial and academic worlds. However, many may not know that the idea for this new unit came from a group of Air Force Reservists.

Working as members of a group called the Points of Partnership team, the Reservists were faced with the challenge of crafting a solution to the problem of keeping the military's cyber community equipped to fight. As it worked out, the solution they devised evolved into a much broader application.

The Points of Partnership team, presently based at U.S. Cyber Command at Fort Meade, Maryland, was designed to meet organizational requirements for the command by employing civilian expertise in two ways: utilizing talent already within the reserve components and partnering with the National Guard and civilian industries for support. The Points of Partnership concept was first developed and expanded on by retired Col. Bart Gray when he was assigned to USCYBERCOM.

According to Gray, the initial needs were noticed as early as 2003 when the Joint Improvised Explosive Device Defeat Organization (now Joint Improvised-Threat Defeat Agency) was tasked with countering developments in enemy improvised explosive device technology. The key wasn't keeping up with the enemy technology threat but rather being innovative enough to stay ahead of it.

"In 2008, an OSD (Office of the Secretary of Defense) organization that controls research and engineering stood up a joint reserve unit to find reservists who were subject-matter experts in technology and get them to use the expertise they had in their civilian capacities for the Department of Defense," said Gray, who assisted and advised the unit. "I suggested that the people to look for are the guys who have an amazing

Rolodex of relationships. They may not know the technology, but they know the people who own or run that technology, and they can give you access to that technology."

Gray's recommendation provided a broader sense of the key players who can keep the DOD ready to counter the cyber threat. By expanding to include venture capitalists, bankers, attorneys, management consultants and the like, the unit was able to make essential connections that would bridge a crucial gap between the public and private technology market sectors.

One of the first key relationships Gray established was with Maj. T. Ryan Space, an Air Force officer with the technical expertise and business relationships he was seeking. Like Gray, Space realized that the most advanced technological developments were happening in a civilian market where the DOD could use more presence.

"The whole of the U.S. government represents only 1 percent of the cyber market," said Space, citing a need for improvement due to an increase in cyberattacks and threats upon the government. "The U.S. government will never have a leverage in cyber. It's the commercial market that drives innovation and capabilities that even our adversaries take advantage of. So it's a little silly to think that the U.S. government shouldn't (establish a relationship with the commercial cyber market)."

Working with Space and Air Force Reserve fighter pilot then Lt. Col. Bill "Hutch" Hutchison, Gray engineered a public-private partnership on behalf of the Air Staff's Cyber Operations Directorate. To demonstrate requirements and test the concept, the team participated in the Schriever War Games at Nellis Air Force Base, Nevada, in 2010. Gray cited the event as breaking some of the first ground for his concept. During the war games, more than 150 commercial toolkits were brought in to demonstrate their value in a warfighting scenario.

“The way we proved our concept was putting it in the war games,” Gray said. “We tested the need to have reservists and guardsman working side by side using their civilian skills alongside private-sector companies. The war games and exercises were a great way to practice in a low-threat environment. As a result of that, it was decided that we needed to look harder into the cyber mission set to bring reservists and guardsman and companies together. The Schriever War Games was one of the first times there was a wide-tail exercise that involved cyber on a systematic basis.”

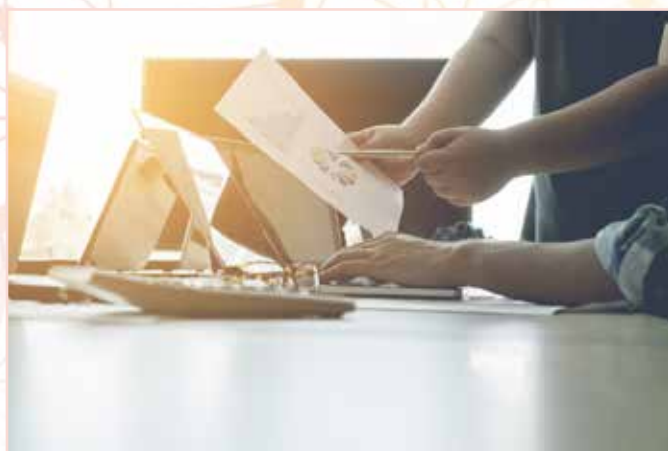
In the analysis that followed, Gray and Space came up with a plan in 2012 that leveraged newly provided National Security Council and DOD policy guidance regarding employment of the reserve components to delve into the resources and skills reservists possessed. One of the many ideas born from this mission analysis was the USCYBERCOM Points of Partnership team.

“We felt that what the nation needed was a small force of boundary-spanners — guys who move back and forth from a uniform and a suit and speak both languages,” Gray said. “The idea was to take those people who understand the needs of the military, but also are resident in these key centers of gravity, the tech hubs in the U.S., and get them to show up and do what they do for their country. We would make it easy for them to participate. It was just that simple.”

Space took the lead in initially running the Points of Partnership — a team focused on leveraging access to the commercial sector and its civilian cyber expertise. While team members proved themselves in the war games, they initially weren’t well received or understood across the board. In fact, they faced the possibility of being shut down by those who did not understand or approve of their purpose and function.

Ironically, it would be Gray’s own “Rolodex of relationships” that would be the team’s saving grace. He turned to a partnership — at Moffett Federal Airfield, California, near the tech hub gold mine of Silicon Valley — that was a perfect example of the construct Gray initially envisioned.

“We formed a formal partnership with an Air National Guard unit, the 129th Air Rescue Wing in California. The 129th commander, Col. “Bucky” Butow, shared a common vision with us. It just so happened that NASA owns the base on which the 129th is a tenant, and the NASA administrator there was a former boss of mine and Bucky’s,” said Gray, speaking of Pete Worden. “Worden was the NASA Ames administrator and is a retired Air Force general officer.



“During his military service, Pete was a very aggressive officer in highly classified programs charged with providing the Air Force with out-of the-box, innovative technology solutions,” Gray said. “He collected people around him who were like-minded — pushing boundaries, questioning authorities, doing very progressive things. Those are the kinds of guys he had around him. Pete told us in 2013, ‘Whatever I can do under the Space Act that isn’t illegal, I’ll do for you.’ He did everything he could for us at Moffett. That was a key enabler leading to the execution of a formal partnership.”

Once its presence was established in Silicon Valley, the work of the Points of Partnership team garnered the attention of Navy Adm. Michael S. Rogers, USCYBERCOM commander. Soon it became clear that the benefits of partnering with the civilian commercial market did not apply solely to the cyber community. According to Gray, the mandate to “go and do” from Rogers directly led to elevation and support from Secretary of Defense Ash Carter. Afterward, the partnership concept expanded to other fields and became what is today known as DIUx.

“The training program we put together at USCYBERCOM is now going to be the training program at DIUx,” Gray said. “The pipeline of reservists initially hired in support of DIUx is the pipeline our team originated at U.S. Cyber Command. Our team’s fingerprints are everywhere to be seen on this construct from CONOPs (concepts of operations) to people to MOAs (memorandums of association).”

The Points of Partnership team still exists independently of DIUx, although the two inherently work closely together. Today, Points of Partnership is led by Lt. Col. Mike McGinley, another key player who helped Gray and Space keep the team alive. McGinley, a practicing cyber law attorney in his professional capacity who took over from Space, said he still faces many of the same challenges in keeping the team going.

“In 2014, I took over from Ryan (Space). He had done a fantastic job of getting everything squared away, but it was still at the point that people were saying, ‘Hey, what do you guys do?’ People still didn’t understand,” McGinley said. “That was part of one of our drives.

“We had the Points of Partnership team put together the first-ever reserve cyber summit that brought together 50 general and flag officers from across all reserve component elements. After that, there started to be a change coming above the radar saying, ‘Here is what we do.’ We repeated with consistent messaging and marketing until people understood. We are leveraging reservists for their highest and best use — doing what they do for a living, where they live.”

Despite these challenges, McGinley remains confident that both Points of Partnership and DIUx have established a better understanding with the DOD. He said the key to sustainability for the two endeavors is keeping and improving the DOD’s relationship with private technological sectors.

“If we want to maintain a presence (in the private sector), we have to show our value,” McGinley said. “What I’ve always found is if you are succeeding at the mission, the rest takes care of itself. My ultimate goal is making sure we produce tangible results for the command.”

It is these tangible results that will be the key to keeping the Points of Partnership team and DIUx around. McGinley believes both have the internal support needed to continue and show the long-term potential for good they offer to the DOD.

“The PoP team really is a success story,” he said. “We want to really affect change in a way that’s not just exciting but also gives all our reservists a chance to participate meaningfully. We have tremendous momentum. We have a great team. We’re thankful to have the full support of the Air Force Reserve Command leadership. We couldn’t do it without them. We have a lot of challenges still ahead, but I’m very optimistic about where we are headed.”

DIUx is a year-long experiment. After a year, there will be a results analysis. The next defense secretary will make the decision to either remove the “x” and make the organization a full-fledged Defense Innovation Unit or end it. The Points of Partnership team could face a similar decision, depending on the needs of the DOD. Nonetheless, Space remains optimistic about the good both can do.

“The biggest thing I’ve seen out in the valley (Silicon Valley) is a bigger interest level in academia and technology in solving DOD problems,” Space said. “Students, companies and mentors across the DOD are involved in an academic environment hacking these problems apart. Sometimes these spin out commercially funded companies that are aimed at tackling these DOD problems. I think that’s a win — creating a dialogue within the ecosystem that says, ‘We want to solve DOD problems.’”

(Ebarb is assigned to the Headquarters Air Force Reserve Command public affairs office at Robins Air Force Base, Georgia.)

CELEBRATION BOWL

Air Force Reserve set to sponsor college football game

Story and photos by Master Sgt. Chance Babin



In the very first Air Force Reserve Celebration Bowl, played last December at the Georgia Dome in Atlanta, North Carolina A&T State University defeated Alcorn State University 41-34 in front of more than 35,000 fans.

For the second consecutive year, Air Force Reserve Command will be the title sponsor of the Air Force Reserve Celebration Bowl. The game kicks off at noon Eastern Standard Time Dec. 17 at the Georgia Dome in Atlanta and will be televised live on ABC to open the college football bowl season.

The Celebration Bowl, which showcases the heritage, legacy, pageantry and tradition of historically black colleges and universities, pits the champion from the Mid-Eastern Athletic Conference against the champion from the Southwestern Athletic Conference. In 2015, MEAC champion North Carolina A&T State University defeated SWAC champion Alcorn State University 41-34 in front of more than 35,000 fans. With the win, North Carolina A&T won the HBCU National Championship.

"Showcasing the top teams from HBCUs on national television is a great way to underscore the Air Force Reserve's commitment to diversity and culture of inclusiveness" said Lt. Gen. Stayce Harris, Air Force assistant vice chief of staff and director of the Air Staff at the Pentagon. Prior to assuming this position in August, Harris served as commander of Air Force Reserve Command's 22nd Air Force at Dobbins Air Reserve Base, Georgia. She represented the Reserve at last year's game.

"We're harnessing every possible resource to ensure that we continue to deliver the world's most powerful Air Force Reserve to fly, fight and win," the general said. "We're making this happen by strengthening the structure of the Air Force Reserve team, ensuring a character-based, diverse culture and developing robust partnerships outside the Air Force Reserve to include academia. The television broadcast (last year) emphasized to a national audience that the Air Force Reserve honors our legacy of culture and diversity and that the fusion of our varied and rich cultures generates a resilient force for freedom and forges a unique bond between the Air Force Reserve, families and communities."

"We are pleased to once again open the bowl season with the Air Force Reserve Celebration Bowl on ABC," said John Grant, Celebration Bowl executive director. "By presenting the champions of the MEAC and SWAC conferences in this bowl game, we expose millions of fans to the excitement of championship football."

When the opportunity for the Reserve to become the game's title sponsor came up last year, it was very late in the planning process. Senior leaders realized that having relatively little time to market the event posed a challenge, but, nonetheless, they saw the value of being associated with the event.

"My initial reaction was, 'Yes, this is exactly what I was looking for because we are always looking for ways to communicate with the American public about the opportunity to serve in the Air Force Reserve,'" said Chief Master Sgt. Darin Thomas, chief of advertising for AFRC Recruiting Service at Robins Air Force Base, Georgia. "We felt like we weren't reaching all of the audiences that we wanted to reach. What was appealing about this partnership was the similarities

we share with these teams and schools: great teamwork, discipline and how we are impacting lives every day."

Even though the partnership to sponsor the game last season was not completed until less than two months before the game, AFRC leadership felt the results were well worth it.

"I feel the game was very effective from a recruiting standpoint: The Air Force Reserve had exposure to nearly 3 million television viewers and created over 348 million impressions," Thomas said. "This year we have the opportunity to get a head start on advertising the game and participating in events leading up to the bowl game itself like the Air Force Reserve Trophy Tour sponsored by Coca-Cola and the MEAC/SWAC Challenge in Daytona Beach, the kickoff game for the two conferences in their quest to win the trophy."

The chief said that as a result of the game, the Reserve is being exposed to new opportunities to build relationships. There are opportunities to work with ESPN through some of



Maj. Gen. Richard Haddad, who played college football at the Air Force Academy, was one of several Air Force Reserve Command senior leaders who represented the Reserve at the inaugural Celebration Bowl. Haddad, who served as AFRC vice commander, has since retired. In the background is the Celebration Bowl trophy awarded to the winner of the game.

the network's properties that will continue to put the Reserve on a national platform. In addition, the NFL has decided to get involved by partnering with the two conferences during the week leading up to the game.

"Our partnership with the HBCUs is not only important for our pipeline of qualified individuals at all levels of football, but also to improve the NFL's goals for diversity and inclusion," said NFL Executive Vice President of Football Operations Troy Vincent. "With our HBCU partnership, we are making steady progress in developing future coaches, officials, scouts, managers, front office personnel and others through effective football resources, educational programs and internships."

Much like the NFL's goal of working toward diversity and inclusion, the Reserve is also reaching out for diverse Airmen to lead the future force.

"The strength of our Air Force Reserve, our military and our nation is our diversity, and that diverse leadership hails from the halls of HBCUs," Harris said. "Our Air Force is the world's greatest because of great Airmen like Air Force Reserve Maj. Gen. Joseph McNeil, a graduate of (North Carolina) A&T, who is also an American civil rights hero best known as a member of the Greensboro Four; four-star Air Force generals like Bernard Randolph (Xavier), Chappie James (Tuskegee), Lester Lyles, now chairman of the board of USAA (Howard) and Fig Newton (Tennessee State); three-star generals like Julius Becton (Prairie View) and James Hall (Morehouse); and our military's first black female two-star general, Marcelite Harris (Spelman). We need bold, innovative leaders with courage and integrity to serve in our Air Force Reserve. And we know HBCUs have produced and will continue to produce those leaders who have been essential to our nation's defense."

At last year's game, both Harris and retired Maj. Gen. Richard Haddad, former AFRC vice commander, were able to speak to the teams at various functions and serve as the command's representatives, participating in the pre-game coin toss and making the trophy presentation after the contest. Haddad played college football at the U.S. Air Force Academy and brought his old helmet along to let the players know he understands the position they are in.

"I think having my helmet up there on the stage certainly got their attention," Haddad said. "The point I was trying to get across to them is that football gives you great opportunities in life, really any sport is an opportunity to learn about life lessons and to give you the ability to challenge yourself and ensure you have a path forward to being successful, not only in athletics but after athletics. That's what I tried to impress upon those young men there that night."

The general also took advantage of the chance to explain to the players the benefits of serving their country and teach them what it means to be a Reservist.

"I think I gave them an opportunity to understand there is service out there in the Air Force and military in general, and you don't have to do it full time," Haddad said. "You can be a part-time Reservist and still have another job."



Haddad conducts the pre-game coin toss. Looking on is Maj. Gen. Stayce Harris, who at the time was serving as 22nd Air Force commander at Dobbins Air Reserve Base, Georgia. Since then, Harris has been promoted to lieutenant general and is now serving as Air Force assistant vice chief of staff and director of the Air Staff at the Pentagon.



Among the activities at the Celebration Bowl last year was a swearing-in ceremony for new Air Force Reserve recruits.

And I would venture to say most of them probably didn't have an understanding of how that worked."

The Reserve is in need of college graduates in several critical skills areas.

"The Air Force Reserve recognizes there is a critical need for science, technology, engineering and mathematics talent, so we need to attract, recruit, develop and retain a world-class workforce of innovators that will continue to forge a path of technological dominance and sustain a combat edge for our military," Harris said. "We just hope that when graduates look up and see an airplane soaring across the sky, they think, 'Wow, that could be me. I want to design, I want to fly, I want to soar, and, most importantly, I want to serve in the Air Force Reserve.'"

For the teams in the MEAC and the SWAC, there is a huge impact and motivation to reach this championship game. Having a national TV audience gives each participant, as well as the conferences, an opportunity to get their message out.

"It means a lot for our two conferences to have a bowl game that separates us from the rest of the FCS (Football Championship Subdivision) conferences and a game that celebrates our rich history and tradition," said former Alcorn State University Head Coach Jay Hopson. "Anytime you have positive exposure like the Air Force Reserve Celebration Bowl, it not only helps our program but also our school, and it also increases our enrollment."

Hopson led Alcorn State to the inaugural Celebration Bowl, where his team lost to North Carolina A&T, but his squad did win the SBN Black National Championship the previous year. He has since taken the head coaching job at the University of Southern Mississippi.

For each of the military members who participated in the inaugural game, there were moments that left an impression on them.

"I think the highlight in general was the pride I had in obviously wearing the uniform but also the pride in seeing Air Force Reserve Command plastered everywhere in the Georgia Dome," Haddad said. "There was something with regard to the Air Force Reserve Command, whether it was on the goal posts, on the field or on the screens. Everywhere you turned, you saw Air Force Reserve, and it was advertising what we do for our nation in terms of Reservists who are doing the Air Force's business."

"The highlight for me was talking to a couple of players and hearing their story and seeing how much having the opportunity to play in a bowl championship game on national television meant to them," Thomas said.

For Harris, one of the participating teams gave the game a special meaning for her.

"One special highlight was my opportunity to pay honor to my dad who completed his freshman year at A&T before enlisting in the Air Force," she said. "I became an Airman to follow in my dad's footsteps. I was able to have an A&T football jersey on hand for the game in remembrance of my dad with the number 22 on it to give a shout out also to 22nd Air Force."

(Babin is a public affairs superintendent assigned to the AFRC Recruiting Service at Robins AFB.)

New Partnership

Alabama Reservists exchange knowledge, skills with Romanian counterparts

Seventy Citizen Airmen from the 908th Airlift Wing at Maxwell Air Force Base, Alabama, completed a two-week trip to Romania in late July and early August, solidifying a newly formed relationship with the country's air force as part of the Reserve Partnership Program.

The program is similar to the National Guard's State Partnership Program with the intent to build long-term relationships with military branches from allied nations. The 908th AW's trip to Romania marked the first Reserve Partnership Program visit.

"Within six weeks, we developed the plan, executed it, and moved two aircraft, 70 people and 20 tons of cargo to Romania," said Maj. Sammy Manno, project officer for the visit.

Romanian aircrew members flew as observers aboard the two 908th C-130 Hercules aircraft on low-level flights in the mountains north of Bucharest. They looked on as Containerized Delivery System and low-cost, low-altitude training bundles, along with personnel, were dropped on Boboc Air Base.

"This was our first hands-on experience building CDS bundles," said Romanian Warrant Officer Stefan Paraschiv. "We have dropped ones built by other units but not constructed on our own. I'm looking forward to adding to our ability to train with and use the CDS. We also learned about the joint airlift inspection process to make sure loads are properly rigged to drop."

Aircraft maintenance was another key focus area during the visit.

"We went to Romania with two goals in mind," said Maj. Richard Cox of the 908th Maintenance Group. "First to provide operational maintenance support for the flying missions and second to deliver four to six demonstrations highlighting our key C-130H maintenance concepts: ground safety and mishap prevention, crash and recovery, and aerospace ground equipment repair programs and procedures.

"We achieved success in both areas, providing a 92 percent mission capable rate and more than 25 capability demonstrations to our Romanian counterparts."

Cox said the Reservists quickly realized that they were dealing with expert maintainers who "simply don't have access to infrastructure, training, documentation and supply resources that we do. Their military budget simply doesn't allow it. Most of their aircraft maintenance training is gained as on-the-job training, depending heavily on utilizing the experience of others."

The colonel said his team quickly learned that their Romanian counterparts are "motivated by their love of aircraft,



patriotism for their country and pride in what they do. Their willingness to watch, learn and share experiences was a welcome surprise. Relationships and friendships quickly formed over these commonalities much like many of us have experienced throughout our military careers. They share the same concerns of national defense that we do. They are motivated by the recent memories of living under constant threat in their global region. As military members, we gained much respect for these men and women.

"The relationships that were formed will serve as a great foundation for future engagements. I could not be more impressed with the performance and professionalism that our operations and maintenance groups demonstrated."

Near the end of the visit, Col. Pat Brooks, 908th AW vice commander, met with Romanian Air Force Gen. Viorel Pana to discuss the newly formed partnership.

"General Pana was extremely pleased with our visit and performance," Brooks said. "He would like us to return and conduct our exercise at roughly the same time next year. We discussed the possibility of some Romanian forces coming to visit the 908th Airlift Wing over the next year."

(908th AW public affairs)



(Left) Capt. Steven Marinos (right) conducts a training flight with Captain-Commander Bogdan Dogaru, a Romanian air force C-130 pilot. Marinos was one of 70 Citizen Airmen from the 908th Airlift Wing at Maxwell Air Force Base, Alabama, who traveled to Romania for two weeks to conduct the very first Reserve Partnership Program visit. (Above) Capt. Joshua Odom assists with navigation on a low-level flight through the mountains north of Bucharest, Romania. Odom said the Romanian air force observers "helped us communicate with local air traffic control, which made it possible to fly low-level in an unfamiliar country. The experience and training we accomplished there gave me confidence we can conduct low-level flights in any environment." (Lt. Col. Jerry Lobb)



BREAST CANCER SURVIVOR TELLS HER INSPIRING STORY

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